

DD/S 69-0462

12 FEB 1969

MEMORANDUM FOR: Director of Central Intelligence

THROUGH : Executive Director-Comptroller

SUBJECT : Critical Review of Office Operations

1. This memorandum is for information only.
2. The Support Directorate has completed three separate reviews of DD/S activities. The first was the Executive Inventory which is a review of the incumbents of all senior positions in the DD/S and an evaluation of replacement capabilities for at least the next seven years. I am pleased to report that we have adequate depth and capability to fill every senior DD/S position which will become vacant because of retirement, reassignment or rotation.
3. The second review under the title "Maintaining High Level Quality of Personnel" was specifically directed to examine the bottom of the competitive lists to determine what corrective action was being taken for weak or inadequate performances. A number of individual cases were discussed in detail and a course of action in each was agreed upon. Most of the problem cases can be corrected by additional training and reassignment to positions more suitable to the capabilities of the individuals concerned. In some few cases we will issue letters of warning on performance and may well recommend termination of employment if a marked improvement is not noted. I am pleased to report that the number of problem cases was quite small, considering the numbers of employees and the variety of occupations found in the DD/S. It also reflects the concern of the DD/S Office Heads and continuing actions they have taken through the years in correcting or eliminating inadequate performance.
4. The third review consisted of a Critical Review of Operations. Each Office was requested to review its component activities in a critical sense as to their functional necessity, the possibility and feasibility of their being combined with other ongoing activities and alternatives that might lead

to the more efficient accomplishment of missions. I also asked that suggestions and opinions of employees of the various components be solicited as to ways to perform the job more efficiently. Each Office established in some form a management advisory committee with a broad charter to investigate and analyze any management problems. Each component's operation was reviewed in considerable detail and a number of adjustments and changes have been or will be effected. I was particularly pleased by the extent of employee participation and eagerness to have an opportunity to make comments and suggestions. For example, Finance received 55 suggestions; Training, nearly 70 proposals; and Logistics, 39 suggestions. As a result I feel that we are well organized in terms of meeting the functional responsibilities and our major procedural approaches are properly structured and responsive to functional requirements. Equally important was the attitude and interest of not only the Office Heads but of their management teams and employees down to the working level. I feel satisfied that a rather thorough review has been conducted and a continuing interest of supervisors and employees in doing a better job has been properly stimulated.

SIGNED R. L. Gannerman

R. L. Gannerman  
Deputy Director  
for Support

Distribution:

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DD/S 69 0413

12 FEB 1969

MEMORANDUM FOR: Director of Communications  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training

SUBJECT : Critical Review of Office Operations

1. I was very much encouraged by your initial response to your critical review of office operations. I have forwarded a summary of your activities to the Director. I believe we are well organized in terms of meeting functional responsibilities and I am equally satisfied that our major procedural activities are responsive to functional requirements.

2. I am sure, however, that we will all agree that your attitude and interest and support of your management team are the most important ingredients of a continuing review of office operations. I would very much appreciate your keeping me informed of your progress in this area. I am particularly interested in your responses to the suggestions and opinions of employees of your components as to better and more efficient ways to do the job.

SIGNED R. L. BANNERMAN

R. L. Bannerman  
Deputy Director  
for Support

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Next 2 Page(s) In Document Exempt

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RLB -

I wonder if you  
might not wish to  
indicate that you  
started these critical  
reviews before the  
more recent budget  
news was received -  
wonder if first sentence  
might not today be  
misread.

On the rest of the memo

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SECRET

DD/S 69-0402

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Critical Review of Office Operations

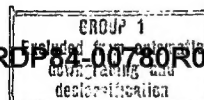
1. In the light of personnel ceiling and budgetary restrictions which exist at the present time and will most likely continue well into the future, I asked the DD/S Offices to review their component activities in a critical sense as to their functional necessity, the possibility and feasibility of their being combined with other on-going activities, and alternatives that might lead to their being accomplished more efficiently in some other manner. I also asked that suggestions and opinions of employees of their components be solicited as to better and more efficient ways of doing the job.

2. I am pleased by the response of the Support Offices to this subject. All have been surveyed by one or more organizational elements in the past year and in addition Finance, Training, Medical Services and Communications have recently been surveyed by the Inspector General. Most of the organizational and procedural changes recommended by the Inspector General or other external survey groups have been effected in the Support Offices. In different forms each of the Offices has established a management advisory committee, some with broad charters to investigate and analyze any management problem and others with more specific charters. I am particularly pleased by the extent of employee participation in these critical reviews of Office operations. For example, Finance received 55 suggestions; Training nearly 70 proposals; and Logistics 39 suggestions.

3. I believe we are well organized in terms of meeting functional responsibilities, and I am equally satisfied that our major procedural approaches are necessary and responsive to functional requirements. I take much greater comfort, however, from the attitude and interest of not only my Office Chiefs but their management teams down to the working level. I believe this is the area that produces the best payoff in the critical review of Office operations.

R. L. Bannerman  
Deputy Director  
for Support

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REDRAFT OF DD/S 69-0402  
DD/S:RLB:maq (4 Feb 69)

MEMORANDUM FOR: Director of Central Intelligence  
THROUGH : Executive Director -Comptroller  
SUBJECT : Critical Review of Office Operations

1. This memorandum is for information only.
2. The Support Directorate has ~~just~~ completed ~~a current review of~~  
*of* DD/S activities, ~~through the medium of~~ three separate reviews. The first  
*was* the Executive Inventory which is a review of the incumbents of all senior  
positions in the DD/S and an evaluation of replacement capabilities for at  
least the next seven years. I am pleased to report that we ~~do~~ have adequate  
depth and capability *to fill* ~~to ensure the filling of~~ every senior DD/S position which *will*  
become ~~vacant~~ because of retirement, reassignment or rotation. , ~~THE XXXXX~~
3. The second review under the title "Maintaining High Level Quality of  
Personnel" was specifically directed to a ~~review of~~ *examination* of the bottom of the competitive  
lists to determine what corrective action was being taken for Weak or Inadequate  
performance. A number of individual cases were discussed in detail and a  
course of action in each was agreed upon. Most of the problem cases can be  
corrected by additional training and reassignment to positions more suitable to

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to the capabilities of the individuals concerned. In some few cases we will issue letters of warning on performance and may well recommend termination of employment if a marked improvement is not noted. I am pleased to report that the number of problem cases was quite small, ~~when~~ considering the numbers of employees and the variety of occupations found in the DD/S. It also reflects the concern of the <sup>DDS Office Heads</sup> ~~heads of offices in DD/S~~ and continuing actions they have taken through the years in correcting or eliminating inadequate performance.

4. The third review consisted of a ~~Critical Review of Operations~~. Each Office was requested to review its component activities in a critical sense as to their functional necessity, the possibility and feasibility of their being combined with other ongoing activities and alternatives that might lead to the more efficient accomplishment of ~~the~~ <sup>missions</sup>. I also asked that suggestions and opinions of employees of the various components be solicited as to ~~their~~ <sup>views as to</sup> ways to more efficiently perform the job. Each Office established in some form a management advisory committee with a broad charter to investigate and analyze any management problems. Each component's operation was reviewed in considerable detail and a number of adjustments and changes have been or will be effected. I was particularly pleased by the extent of

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employee participation and eagerness to have an opportunity to make comments and suggestions. For example, Finance received 55 suggestions; Training, nearly 70 proposals; and Logistics, 39 suggestions. As a result I feel that we are well organized in terms of meeting the functional responsibilities and ~~xxx~~ our major procedural approaches are properly structured and responsive to functional requirements. ~~XX~~ Equally important <sup>was</sup> the attitude and interest of not only the Office Heads but <sup>of</sup> their management teams and employees down to the working level. I feel satisfied that a rather thorough review has been conducted and a continuing interest of supervisors and employees in doing a better job has been properly stimulated.

R. L. Bannerman  
Deputy Director  
for Support

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